



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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WASHINGTON DC 20350-2000

OPNAVINST 3500.37D
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OPNAV INSTRUCTION 3500.37D

From: Chief of Naval Operations

Subj: NAVY LESSONS LEARNED PROGRAM

Ref: (a) CJCSI 3150.25F
(b) CJCSM 3150.25A
(c) OPNAVINST 5750.4E

1. Purpose

- a. To establish policy and assign responsibilities for the Navy Lessons Learned Program.
- b. This revision includes the changes to the program listed in subparagraphs 1b(1) through 1b(4).

(1) Expands the Navy Lessons Learned Program to more explicitly include inputs from Navy commands at all echelons.

(2) Improves the sharing of lessons and best practices from North Atlantic Treaty Organization (NATO), allied, and coalition operations.

(3) Recognizes the Joint Lessons Learned Information System (JLLIS) as the Navy system of record.

(4) Reinforces responsibility of Navy commands to contribute to accelerated learning across the Navy and to assist in meeting Navy Lessons Learned Program requirements through the designation of a command lesson manager. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 3500.37C.

3. Scope and Applicability. This instruction applies to all organizations that utilize the Navy Lessons Learned Program to include fleet and type commanders, carrier and expeditionary strike groups, and afloat and ashore units that collect and submit lessons learned or port visit reports.

4. Background

a. The Navy Lessons Learned Program is intended to systematically refine and improve fleet operations while integrating lessons and best practices to inform Navy doctrine, organization, training, materiel, leadership, education, personnel, facilities, and policy.

b. The Navy Lessons Learned Program uses the Navy Lessons Learned Information System (NLLIS) to manage and share lessons and best practices that impact fleet readiness. NLLIS is a subset of the JLLIS described in references (a) and (b). Sharing information via NLLIS enables visibility throughout all of the Department of Defense (DoD) and allows linkages to other DoD systems.

5. Policy

a. The Navy Lessons Learned Program will maintain a searchable repository which contains Navy lessons and best practices for information sharing and which is available for use by all organizations participating in the Navy Lessons Learned Program. Lessons and best practices will also be broadly shared with NATO, allied, and coalition partners to the greatest extent possible while complying with foreign disclosure policies, guidance, and procedures.

b. The execution of comprehensive after-action reviews is absolutely critical to ensure the Navy captures and learns from operational lessons to prepare forces for future events. Navy organizations will incorporate lessons and best practices into their planning and operations to the maximum extent possible in order to enhance fleet learning, change behavior, and improve readiness. Commanders at all levels must understand the importance of gathering, rapidly sharing, and integrating lessons and best practices.

c. Lessons and best practices are derived from actual operations, training events, and fleet activities across all levels of war (tactical, operational, and strategic). The Navy Lessons Learned Program supports the full spectrum of naval missions from warfighting to peacetime operations.

d. The Navy Lessons Learned Program will be conducted following references (a) and (b). Detailed procedures and processes will be issued via fleet directives.

e. Navy lessons learned will be preserved for historical purposes, per reference (c).

6. Responsibilities

a. Office of the Chief of Naval Operations (CNO) will:

(1) Establish policy, provide guidance, and serve as the review authority for any changes to this instruction.

(2) Provide resources to maintain a Navy Lessons Learned Program that effectively supports Navy fleet and shore operations, including a lessons learned program representative located at each numbered fleet command.

b. Commander, U.S. Fleet Forces Command (COMUSFLTFORCOM) and Commander, U.S. Pacific Fleet (COMPACFLT) must:

(1) Provide oversight to the Navy Lessons Learned Program; standardize and publish Navy Lessons Learned Program procedures and processes in a fleet directive; and implement procedures to ensure program objectives are met.

(2) Provide fleet-wide guidance on lessons learned data collection requirements including post-deployment brief topics of interest and collection priorities.

(3) Review training and certification; review mid-deployment and post-deployment lessons learned and briefs; and where appropriate, implement corrective action for fleet-wide issues.

(4) Along with numbered fleet commanders, serve as the principal agents to collect, develop, and submit lessons relating to naval operations at the operational and tactical levels of war to NLLIS. Disseminate lessons and best practices from the maritime operations center training team's supported exercises and certification events.

(5) Collect, develop, and submit lessons relating to maritime interoperability to NLLIS. Support a collaborative approach to resolving issues with NATO, allied, and coalition partners.

c. Commander, Navy Warfare Development Command must:

(1) Serve as the CNO program director for the Navy Lessons Learned Program. Provide program management, administration, and training to Navy Lessons Learned Program personnel. Provide programming requirements to OPNAV for resourcing.

(2) Provide Service-level representation to the Future Joint Force Development Office (Joint Staff J-7) Joint Lessons Learned Program, to other Service lessons learned organizations, and to the NATO Joint Analysis and Lessons Learned Centre.

(3) Operate and maintain NLLIS. Coordinate with the Joint Staff J-7 for database design changes, capability improvements, and software updates.

(4) Support fleet operations by providing tailored lessons learned and port visit report packages to numbered fleet operational planning groups, exercise planning teams, and fleet units.

Research and answer lessons learned requests for information from fleet staffs and units. Connect fleet staffs and units with warfighting development centers to implement best practices, and identify and resolve issues.

(5) Support fleet training by providing deployment lessons learned to carrier strike groups, expeditionary strike groups, amphibious readiness groups, and independent deployers. Train fleet units and staffs on the Navy Lessons Learned Program.

d. Numbered fleet commanders will:

(1) Designate a command lessons learned manager to lead the review, validation, and processing of fleet NLLIS submissions of assigned forces.

(2) Provide guidance to assigned forces on lessons learned collection and reporting requirements within their respective theater.

(3) Collect, process, and review lessons, best practices, and port visit reports submitted within their respective theater.

(4) Review, and where appropriate, implement corrective action for fleet-specific issues based on lessons learned trends and post-deployment briefs.

(5) Collect, develop, and submit lessons relating to naval operations at the operational level of war in NLLIS.

(6) Collect, develop, and submit lessons relating to maritime interoperability. Support a collaborative approach to resolving issues with allied and coalition partners.

e. Type commanders (TYCOM) will:

(1) Designate a command lesson manager to lead the review, validation, and processing of fleet NLLIS submissions of assigned forces.

(2) Provide guidance to assigned forces on lessons learned collection requirements within their respective span of control.

(3) Collect, process, and review lessons learned and best practices within their respective span of control.

(4) Review, and where appropriate, implement corrective action for TYCOM-specific issues based on lessons learned trends and post deployment briefs.

f. Warfighting development center commanders will:

(1) Designate a command lesson manager to lead the review, validation, and processing of NLLIS submissions for their assigned mission areas and community forces.

(2) Use NLLIS to inform development of best practices and lessons learned to ensure that warfighting issues and potential solutions are identified and disseminated within their warfighting community.

(3) Coordinate cross-domain warfighting issues with Navy Warfare Development Command and other warfighting development centers.

g. Carrier Strike Group FOUR and Carrier Strike Group FIFTEEN commanders will:

(1) Designate a command lesson manager to lead the review, validation, and processing of fleet NLLIS submissions of assigned forces.

(2) Collect, develop, and submit lessons and best practices generated during fleet training and certification events.

(3) Incorporate best practices and corrective action into fleet training and certification events.

h. Carrier strike, expeditionary strike, and amphibious ready group commanders will:

(1) Designate a command lesson manager to assist in the review, validation, and processing of NLLIS submissions.

(2) Direct units assigned to submit observations and recommendations into NLLIS in a timely manner and as directed by higher authority.

(3) Incorporate a review of NLLIS database and lessons learned bulletins into planning processes for group operations and evolutions.

(4) Prepare and submit mid-deployment lessons learned reports per guidance from assigned number fleet commander.

(5) Prepare and submit post deployment briefs per guidance from COMUSFLTFORCOM and COMPACFLT.

i. Commanding officers and officers in charge will:

(1) Designate a command lesson manager to assist in the review, validation, and processing of NLLIS submissions.

(2) Incorporate a review of NLLIS database and lessons learned bulletins into planning processes for unit-level operations and evolutions.

(3) Collect and develop lessons and best practices as part of unit-level after action reviews.

(4) Submit lessons and port visit reports into NLLIS.

7. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of January 2012.

8. Review and Effective Date. Per OPNAVINST 5215.17A, Commander, Navy Warfare Development Command will review this instruction annually on the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 5 years, unless revised or cancelled in the interim, and will be reissued by the 5-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

9. Information Management Control. Data collections contained in subparagraphs 5d(3) and 5g(2) are exempt from information management control per SECNAV M-5214.1 of December 2005, part IV, subparagraph 7I.



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Releasability and distribution:

This instruction is cleared for public release and is available electronically only via Department of the Navy Issuances Web site, <https://doni.documentservices.dla.mil>